# Design Sense

A MARKETING PUBLICATION 41 OF LIPPINCOTT & MARGULIES

## In This Issue–Two Assignments:

U.S. Rubber

Borg-Warner

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ASSIGNMENT #1

# To develop a new world-wide identification system for U.S. Rubber that would express the corporation's international stature, and endorse its products and services.

BRAND W
U.S.ROYAL
BRAND X
BRAND Y
BRAND Z

## Names: Communications Keystones

Finding appropriate and appealing names with which to identify companies, products or services is clearly one of the biggest marketing problems of the age. With many thousands of new brands and symbols being registered each year, the competition is constantly becoming keener, the supply shorter and the search more difficult.

There are many ways in which name-words can be utilized in the solution of marketing problems, many facets to their competitive importance.

There's a mushrooming trend, for instance, for famous designers to license their names for the manufacture of a variety of items aimed at the feminine market. The theory is that stockings, girdles or sunglasses bearing the name of Yves St. Laurent or Pauline Trigère are more attractive to American women than items of equal quality but a lower grade of elegant affiliation.

The desirable element here is largely a matter of establishing consumer identification with otherwise unobtainable glamour. That it can be profitable is attested by the many millions of sales dollars involved in the licensing arrangements. In hosiery, as in many other items, the brand is often the sole factor capable of differentiating for consumers between one product and another.

Even when they have no established relationships to give them an attractive aura, names *per se* seem to possess souls of their own. Even fabricated words, with no meaning in any language, can, if given skillful graphic presentation, quickly acquire a patina expressive of the inner characteristics of the idea or thing they designate.

This is what makes name selection such a fascinating business. Selection of the particular word, perhaps the-one-and-only word capable of forcefully projecting the image factors involved is a sobering challenge, whether you are designating a company, creating a marketing communications system, or stamping a brand on a product. The significance of the process is illustrated by the fact that the name and *only the name* can give polarity and, hence, effectiveness to all the elements of a communications program.

Successful selection of a word-symbol for any purpose is not a matter of hunch, luck or inspiration. It requires a lot of hard work within the framework of formalized procedures.

To the oft-voiced question, "Isn't it just a matter of intuition, after all?," our answer is a thousand times "no." Intuition, as a distillation representing the essence of experience *and* good judgment, is involved in the final choice of a name as a part of the procedural system, yes, but only to the extent it can be checked and corrected by objective analysis and research. These steps include exhaustive consumer testing; linguistic investigations, of both the factual and the idiomatic, to detect the faintest pejorative connotation, and graphic explorations to find how to give the word the most attractive appearance.

And if these and the many other considerations involved don't make the job difficult enough, there's the additional sad fact that the best names, like attractive women, too often turn out to be not legally available.

In naming a product or designating a company—in the solution of any communications problem, in fact—our objective is to condition favorably the reactions and attitudes of flesh-and-blood people in the marketplaces of today and tomorrow. In short, our sole purpose, whatever the assignment, is the mundane one of selling goods and/or services.

This does not mean, however, that we do not take pride in our accomplishments. Quite to the contrary, each of the many opportunities that business and industry has afforded us to help in the solution of a marketing problem has brought a gratifying glow, either in the satisfaction of giving the prospective client our honest opinion that we couldn't help, or because of the contribution we were able to make.

A particularly challenging assignment came to us just about three years ago. It involved the search for a word, a name, capable of serving as the keystone in the development of a worldwide communications system for an industrial giant plagued by the effects of vigorous international growth and product and brand proliferation.

The client was the United States Rubber Company. The scope of the problem we were asked to consider, plus the productive cooperation that developed between client and consultant, made possible the establishment of what we believe to be a benchmark in the field of name selection and utilization.

The importance of the project, and the complexities involved, justify, we believe, the delineation of search and utilization procedures as they were applied in this case.

But first, let's outline the marketing problem.

## The Problem and the Need

Let's suppose interplanetary relations have been established and a friendly space party is engaged in examining the spectrum of American business. Their confusion becomes total as they see pass before them the complex of parts that constitute Exhibit A—the world-wide activities of United States Rubber Company, its many divisions and foreign affiliates, and its thousands of products bearing more than 400 brand names.

It would be an act of interplanetary mercy if we were to stamp each part of the unfolding panorama with a symbol designed to express the relationship of each part to other parts and to the whole, thus putting the corporation into proper focus for our curious friends.

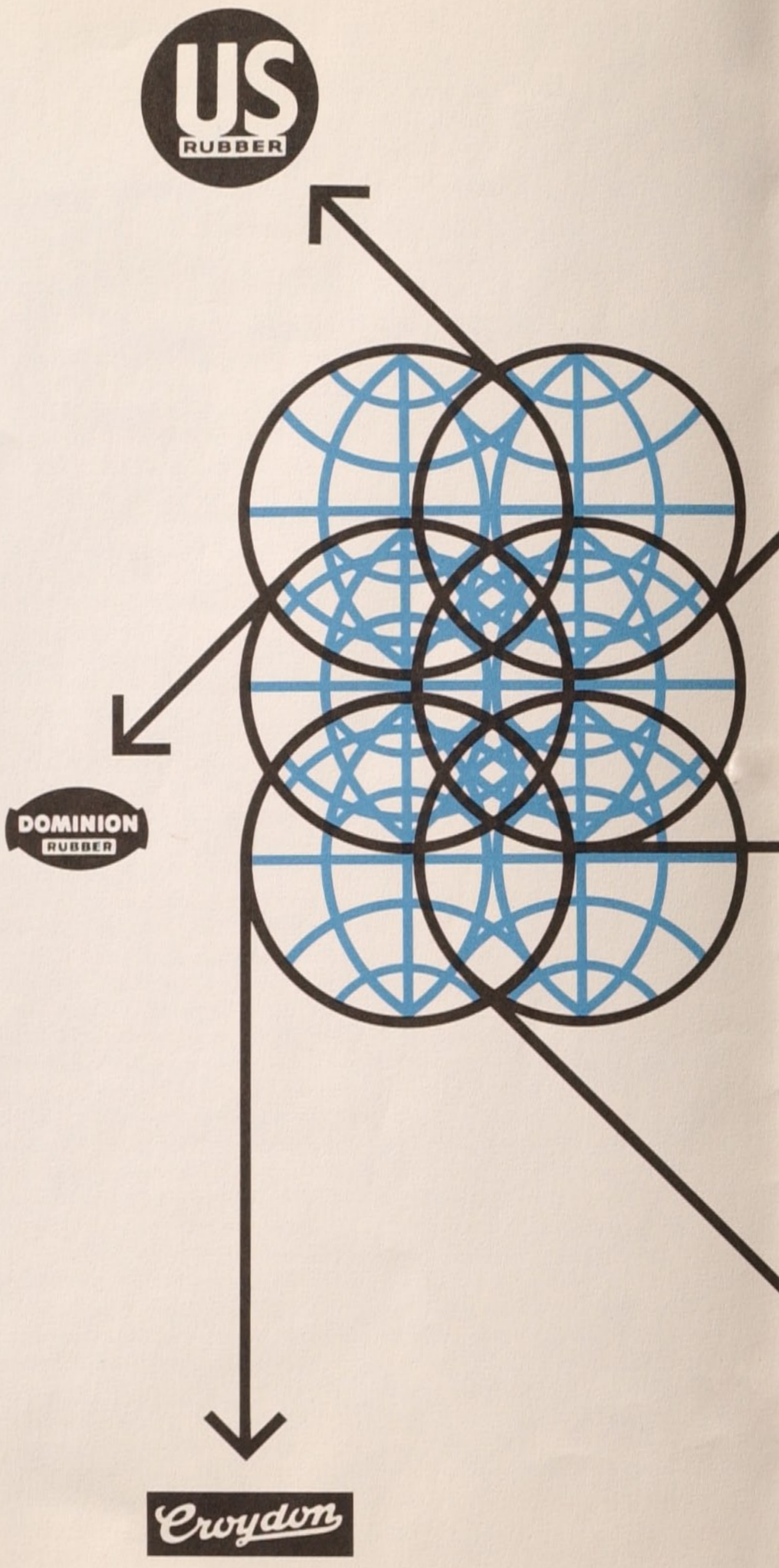
They would then begin to *perceive, understand* and *appreciate* United States Rubber Company.

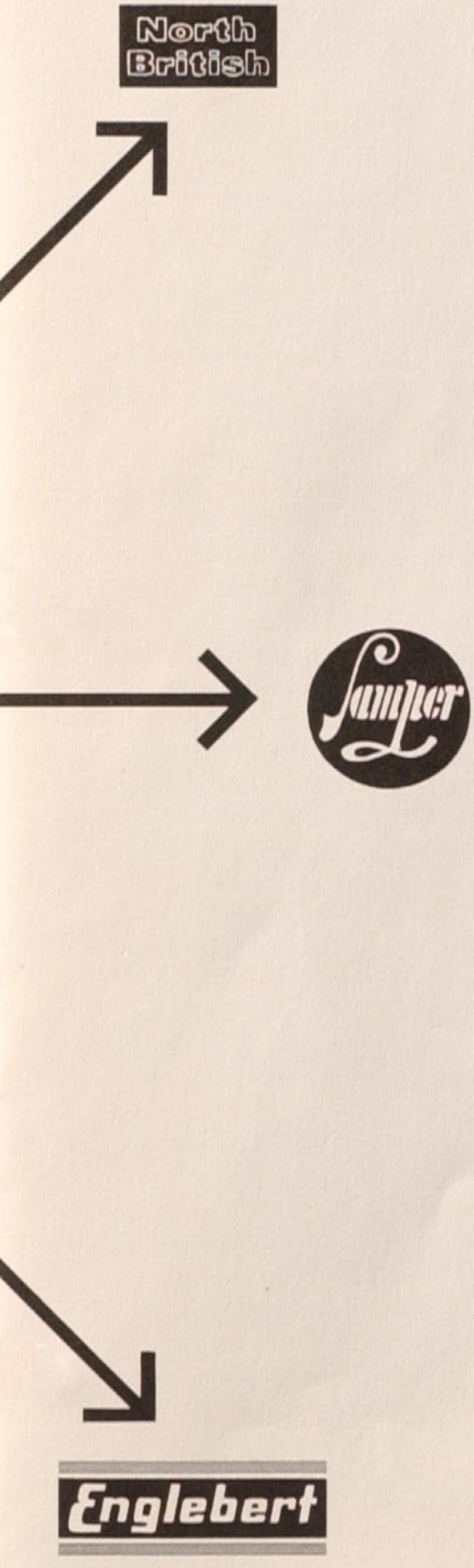
This is a simple yet accurate statement of the problem. The analogy is obvious: What would in theory stump smart spacemen has in reality been confusing a broad cross-section of homo sapiens for a number of years.

Also, our parable indicates the solution: Finding a bold corporate identifier to be spread to some of the farthermost corners of Earth.

The need can be illustrated by a few statistics:

The company operates 74 plants at home and abroad, sells through branches that serve 50 countries, has subsidiaries in 23 foreign countries. Its percentage of non-tire business has become the greatest in the industry; it is a leader in chemicals, plastics and textiles; it is the top U.S. producer of rubber footwear, as it is also of such diverse items as bicycle tires,






bathing caps, fire hose and golf balls.

In Canada, U.S. Rubber is known as Dominion Rubber, in Great Britain as North British Rubber, in Mexico as U.S. Rubber Mexicana, and in Germany as Englebert—which itself controls several satellite companies.

In only one of these cases—U.S. Rubber Mexicana—is there even a hint to the consumer that there is a filial relationship with the widely-respected United States Rubber Company.

Domestically, important divisions with unusual names such as Naugatuck compound the problem.

This variety of identities has obvious disadvantages. For example, if a Canadian owns a U.S.-made car that comes with U.S. Royal tires as original equipment, it may not be evident to him that when replacements are called for, a tire of the same quality standards is made by Dominion Rubber. There is likewise nothing to tell a consumer that Englebert is a similar tire for replacement purposes for the North British Rubber Co., Ltd., tires which go on British-made Vauxhall trucks for export to the Common Market countries.

U.S. Rubber President George Vila gave measured assessment of the situation in these words:

"As time moves on it becomes increasingly clear that our highly respected trademark, the circular symbol imprinted with 'U.S. Rubber,' is no longer completely adequate to identify a company whose markets have expanded far beyond the shores of the United States and whose products have taken an important place in many fields other than rubber."

This was the situation when President Vila commissioned Lippincott & Margulies to investigate the company's encyclopedic menage of equities and come up with recommendations.

Thus the journey began, but the road to the eventual answer to the problem proved to be neither short nor simple.

Study and analysis revealed that the company had definitely outgrown its communications equipment—that it needed a common denominator for its many corporate entities as well as for its staggering array of product brands. It was apparent early that a greater emphasis on the company name would not solve the problem, since the "U.S." suggested geographic limitations instead of internationalism, and the word "Rubber" suggested restrictions as to product. The name had acquired many valuable equities through the years, however, and its retention as legal identification was beyond question.

It was soon decided that what the company needed was a world-wide symbol or trademark that could bind together its global network of parts and provide a clear and consistent image of the company as a whole.

Specifically, the need was for a name to serve as an international communications keystone which could:

¶ Unify all international corporate activities.

¶ Endorse major brands and establish their international relationship.

¶ Describe the broad spectrum of the company's operations and the many areas of its competence.

¶ Serve as a graphic banner to dramatize the company's growth, its progressiveness and its marketing objectives.

## Name Search Imperatives

Name search experts begin with questions, not with answers. The first and most important question is not what the name should be, but what it should convey. Other questions are: Where can it be found? What qualities should it have to meet the requirements of its application?

In such concepts lie the differences between one kind of name search program and another. The procedures are the same.

Since the U.S. Rubber program was different in many ways from anything we had done before, the conceptual base was prepared with great care. Our project team, working in close association with Gregg T. Ward, U.S. Rubber's Director of Advertising, "lived" with the company, soaked up its environment, interviewed company people at all levels—and also talked to outsiders to find what the company was like to them.

Then the first step was taken: The target was defined through the establishment of the specific criteria the chosen name must fulfill. These criteria served both as the target in the name development phase and as the measuring stick when it came time to winnow the candidate list.

The nature of the criteria presaged the difficulties of the search. The name U.S. Rubber was looking for must be suitable for use in all potential markets, be without geographic or cultural restrictions, be capable of association with all products and the divisions and affiliates manufacturing them, and relate if possible to major brand franchises. In addition, it should project desirable image attributes, be without anti-social connotations in all the world's major languages, be tellingly unique and relatively brief, possess audio-visual potentials and be legally available.

Where was such a name to be found?

A name search can be neither capricious, impulsive nor sentimental. Criteria give some indications of where to look, but only objective analysis can determine the scope of the search and lay out the avenues, the "name highways," along which suitable names may be found. This is of great importance because only a scientific approach can give assurance that the name sought will be there—that it cannot escape the procedural net.

Search directions in this case indicated some relatively narrow areas, such as initials, contractions and derivations of corporate and brand names, as well as two broad areas defined as "a completely new name with possible meaning," and "a fabricated or artificial name."

It is in the next step, the name generation phase, that creativity takes over. This is the one part of the game everyone can play. With the criteria as their target and reasonableness as their shield, the project team must patiently go down the roads that lead through the indicated areas until the possibilities of each are exhausted.

When the help of company employees or others without special skills in the communication field is enlisted in name generation, a number of names of doubtful parentage may be thrown into the net without any damage other than the extra work involved in the winnowing process. The extent to which unbridled creativity can clutter up the name-search landscape is illustrated, however, by the fact that a computer set to this task will compose 11 million 5-letter combinations if it is not restrained.

It is during this stage that recycling is often called for—back-tracking to establish new criteria or a new search area, or to add limiting specifications to narrow, instead of expand, the search.

The next stage is the time of name harvest. The hundreds of names garnered from each of the search areas are evaluated by being run through the criteria sieve, the number being gradually reduced to the few of each group that hold some promise. With the selection of the list of primary name candidates—a list of 25 in the U.S. Rubber program—the project became visible and exciting to the cooperating company executives.

At this point a preliminary legal screening to determine the probable availability of the candidates is of utmost importance. The search can become not only a futile but a deeply disappointing exercise if this screening is delayed until the final candidates are selected. This screening and additional evaluation reduced the U.S. Rubber group to 10.

During this period the tempo of the search program increased. Meetings between the consultant team and client executives were held daily. The company's lawyers conducted a definitive legal search with the 50 states, Canada and selected European and South American countries as targets. The candidate names were submitted to linguistic experts who probed for any possible undesirable connotations or associations they might have in the major languages of the world. Design specialists began to conduct graphic explorations to determine the most attractive visual presentations.

The long program was nearing its climax. As a result of all these considerations, plus the use of professional judgment as to the believability of a name, the list was reduced to two final candidates: USCO and UniRoyal.

Rel

gNB

MIxDZ

rLGkUfJL

DiZPvAHxU

ShFdQVC

NaXHJ

KEz

dM

The final determination was not left to professional judgment alone. To supplement this, and to supply the facts on which to base the recommendation it must make, the project team had at hand what is perhaps the most important single tool used in the program: Consumer research.

An international investigation contacted 1,150 consumers and businessmen in six countries—the United States, Canada, England, Germany, Mexico and Colombia. The respondents were shown each of the two final candidate names in the format of an advertisement in the appropriate language.

The key results of the study were:

UniRoyal had some association with U.S. Royal tires, was seen as a large industrial company, a producer of consumer goods. It had both United States and international associations, and was seen as the sort of company that would market high quality products and be concerned with consumer service.

USCO was seen very strongly as a "United States company," large and efficient, and engaged in heavy industry. Nationalist feelings in some survey areas apparently caused some resentment of the size and efficiency images the name evoked.

The entire program, including a detailed evaluation of the final candidates on the basis of criteria and the results of the surveys, was presented to the company's management.

The recommended final candidate, UniRoyal, was approved.

Thus did the U.S. Rubber Company set out to establish a single international system of identity throughout the world, to strengthen the image of the company. By so doing, it spared itself a reappraisal of its blurred identity at a later date.

## A Communications System Is Born

Now let's take a few minutes to examine this word UniRoyal and the logic back of the company's decision to adopt it as a communicative name.

As we have said before, a company's name is the keystone to its communications. When the legal name is unwieldy or so outmoded as to convict the corporation's character and functions inaccurately, communications become sluggish or even blocked in certain areas. The resultant diffusion of its marketplace identity saps its vigor and makes more difficult the realization of its potential.

There are three established approaches to this problem:

¶ The adoption of a natural nickname as a communicative name, such as "du Pont," instead of the unwieldy legal name, "E. I. du Pont de Nemours & Co."

¶ The adoption of a nickname established by the public, such as "Con Edison" or "Pan Am."

¶ The adoption of a part of a corporate name as a trademark, such as "Olin" instead of "Olin Mathieson."

The development and adoption of the word UniRoyal represents a fourth way to solve this communications problem. The uniqueness of the U.S. Rubber program lies in the following combination of facts:

1) It does not involve a corporate name change.

2) The word UniRoyal was created "from scratch," instead of being adapted from an existing form.

3) UniRoyal is effective in all communications media, that is, as a visual element, or trademark, to give cohesion to all U.S. Rubber operations, and as a pronounceable symbol to be used consistently throughout the corporation.

UNIROYAL
U.S. RUBBER

UNIROYAL
ENGLEBERT

UNIROYAL
DOMINION RUBBER

UNIROYAL
U.S. RUBBER MEXICANA

UNIROYAL
NORTH BRITISH RUBBER

4) Uniloyal thus becomes a true communications system keystone in that it is an additional element to bind together the company and its many divisions, affiliates and brand and product names.

The company's action launched a new era in its communications. Exploiting the mark's potential depended, however, on effective action in three additional areas: Graphics, nomenclature and application.

Research had shown that the word met graphic criteria admirably. The role of graphic development was to realize the concepts of the word in a symbol with the strength to function at both corporate and brand levels.

The logotype which our design specialists produced is a strong mass of color with its all-cap, Gothic letters in white. The unusual styling, which emphasizes the "R," has proved to be an aid in pronunciation. In over-all appearance it is modern without being faddish. Its versatility has been demonstrated by the variety of forms in which it has been used successfully.

The role of nomenclature was to weld this symbol to the generic names of divisions and affiliates so as to identify every part and function of the Company in a uniform way.

Successful performance in these two fields has created the opportunity for the symbol to embrace all its potential uses and interrelate and strengthen marketing communications factors at all levels.

These results were still dependent, however, upon completion of the program's final phase. The symbol's successful application—in short, its use, its implementation. In putting the symbol to work, the purpose would be to put the weight of the entire U.S. Rubber Company behind all of the corporation's brands and products.

## Putting the System to Work

The United States Rubber Company announced its adoption of the program in a worldwide press release on July 29, 1964.

A meeting at which foreign affiliates had given their unanimous approval had just been held in Geneva.

Lippincott & Margulies specialists had completed preparation of a Uniloyal Guide, or Use Manual, which set up controls for the application of the symbol's various forms in all possible situations, and held a final round of meetings with company managers and department heads to explain and answer questions.

Company executives had discussed the new communications philosophy with union leaders.

Ads had been prepared and were in the hands of media across the world, from Scotland to Turkey to South Africa.

Announcement brochures had been mailed to 60,000 employees and letters to twice as many major customers.

Signs had been placed on 400 bulletin boards throughout the company's network of plants and branches.

All divisional sales executives had been indoctrinated through a series of special meetings.

The company's announcement was indeed an international event. But that was just the start. The task of acquainting as many people as possible with the company's new policy is, at this writing, continuing with unabated vigor.

Reprints of magazine stories have been given wide distribution to sales employees and customers. The *Uniloyal World*, a new company newspaper, has made its appearance. Tire dealer publications were informed, and the company's quarterly for stockholders carried a comprehensive story.

A program to make all plant and branch identification conform was undertaken. Signs on the New York world headquarters at 1230 Avenue of the Americas were replaced. News releases and stationery now carry the bright blue logo. Uniloyal flags will be displayed from plant staffs. Trucks, buildings, even water towers will eventually bear the new symbol.

The area of greatest impact over the long pull, however, is the week-in, week-out advertising of brand-name products that will go on over the world. Each of these, whatever the language of the copy, will carry Uniloyal's uniform international message.

President Vila placed on record his view that authority must be clearly applied to prevent deterioration of the system through neglect, misuse or distortion. Without dramatics but firmly he declared:

"We have adopted Uniloyal as the worldwide trademark, which from this point on will identify and endorse the United States Rubber Company, its products and its services."

Referring to the guidebook, he declared:

"It is mandatory that all of us adhere strictly to the recommendations since it is only through consistent use of our identifiers that we can present the cohesive communications front of an international corporation."

The word-symbol
UniRoyal gives polarity
and hence effectiveness to
all the elements of the
communications program.

ASSIGNMENT #2

**To develop effective corporate identification to result in more cohesive communications between Borg-Warner and its divisions and affiliates, and project more clearly the varied scope of the corporation's total competence.**

## Borg-Warner: The Big Word

A problem that a growing number of executives are faced with today is that of the corporate division that feels so strong in its own right that it doesn't feel the need for well-defined communicative ties with the parent company.

The problem has gained new significance in recent years as a result of the great increase in mergers, acquisitions and diversification.

If it were simply a matter of letting the world know that the particular division held a corporate relationship to the parent company, it might not necessarily be of over-riding importance. But there is more to it than that.

A strong, highly-respected division has a lot to offer to the whole corporate structure. Its good reputation can redound to the benefit of all segments of the corporate family.

A case that relates closely to this problem is that of the Borg-Warner Corporation, an industrial giant whose nearly 50 divisions and affiliates around the world do a net business of close to three-quarters of a billion dollars annually.

The corporate family boasts such great names as Norge, Warner Gear and York, to cite just a few. All highly autonomous and with strong reputations for competence and dependability, it might appear on the surface that they had little to gain by more pointed communicative ties with their parent, Borg-Warner.

The whole question of Borg-Warner's identification came to a head several years ago when management asked a New York security analyst to make a more or less random survey among his associates to determine exactly what their "image" of Borg-Warner was.

The most notable fact uncovered was that there wasn't anything "exact" about Borg-Warner's "image." Although security analysts are in a better position to know than most people, some identified Borg-Warner as "automotive," others as "appliance makers." Many recognized the corporation as "diversified," but apparently weren't too clear about what this diversification entailed.

The fact of the matter is that Borg-Warner is a highly diversified company whose 47 divisions, affiliates and subsidiaries engage in activities ranging from the manufacture of oil well drilling equipment to the production of coin-operated dry cleaning machines. Marine products, building materials and aero-space equipment are among the other categories within B-W's area of competence.

How does one describe such a versatile corporate complex?

"We are primarily metal-cutters," explains able Borg-Warner Board Chairman Robert S. Ingersoll, "although we have hedged with some competing materials, notably plastics. All our lines require a high degree of engineering capability and fairly large plant investment."

In an effort to better define his company's place in the industrial world and to further extend the considerable equities in the Borg-Warner name throughout the whole corporate complex, Chairman Ingersoll called on Lippincott & Margulies to develop a corporate identification program.

Lippincott & Margulies' first step was to send a team into the field to visit five of Borg-Warner's largest divisions, including Norge, Warner Gear and York.

One of the team's first and most important findings was that the top managements of these divisions did, indeed, feel that the reputations of their divisions were so well established that little was to be gained by closer communicative ties with the parent company.

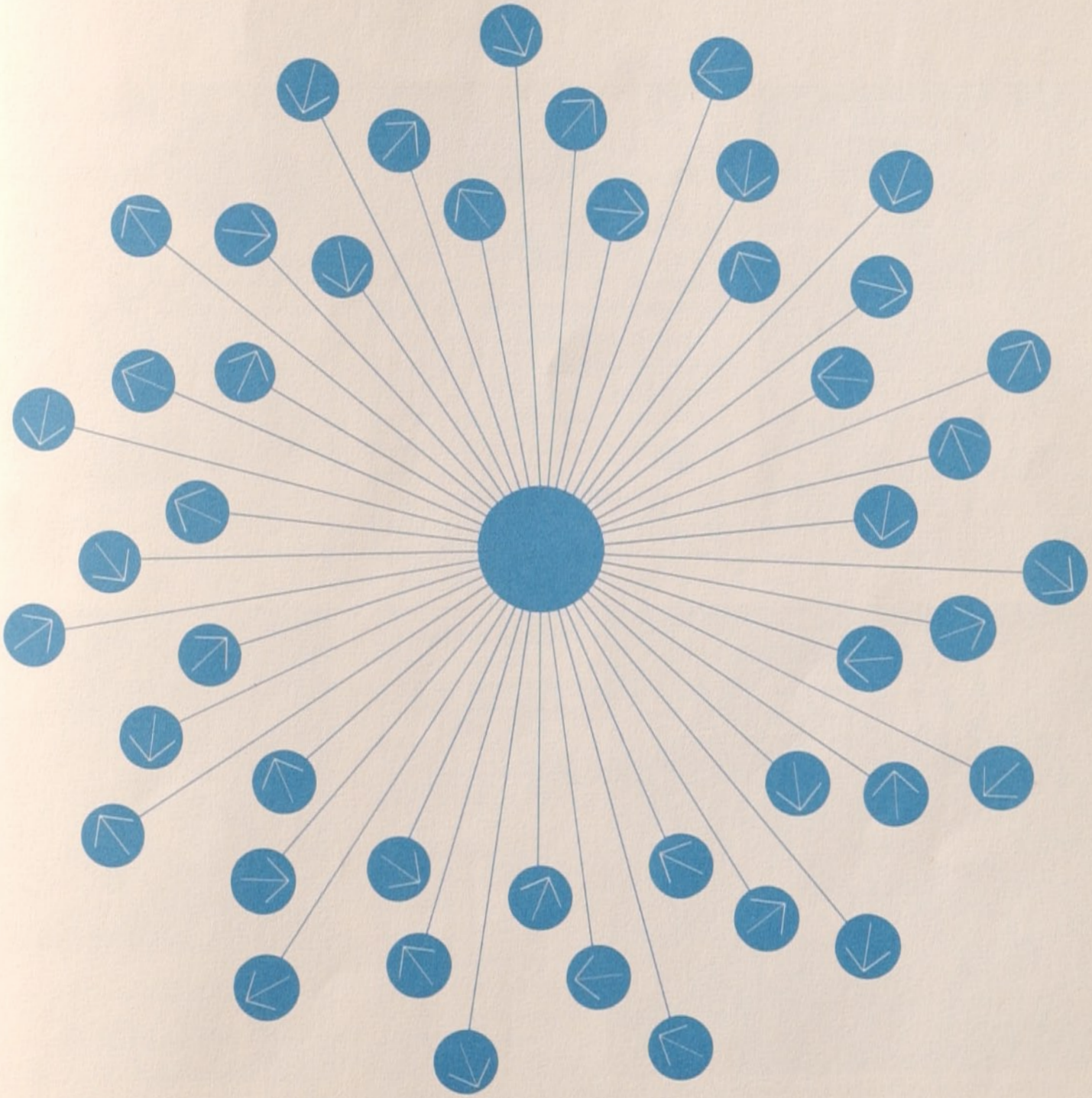
Research by Lippincott & Margulies resoundingly confirmed the belief that these divisions held a place of high esteem in the business world. But, the research also brought out the vital point that the parent organization's reputation for dependability, top-quality and good management stood above that of any individual division.

The research also revealed that the relationship of many of the divisions to the parent company and to each other was frequently vague and poorly defined in the public mind. Some divisions were revealed to have a relatively low degree of consumer awareness.

These basic facts, backed by a great mass of supporting data, convinced the most skeptical division managements that real benefits were to be gained through the development of a scientifically-structured corporate identity system, establishing a strong link between all elements of the corporate complex.

The next step was to make an appraisal of Borg-Warner's areas of activity in order to reduce the divisional designations to a manageable number, indicate the general type of activity the division was engaged in and directly to tie the corporate name into each divisional name.

Under the existing system, most divisions were listed as such (Franklin Steel Division, Norge Division, Marvel Schebler Products Division), but some lacked the divisional designation (Cello Products Ltd., Morse Chain Company, Weston Hydraulics Ltd. and others). In some instances, the existing name held no real clue to the type of activity the organization was engaged in. Examples included Long Manufacturing Division, Pesco



BORG WARNER

The new Borg-Warner mark and nomenclature system, illustrated in the Norge ad above, brings a unifying element to the corporate communications of the whole Borg-Warner industrial complex. Contrast this with the variety of signatures used in previous advertising.

Products Division, Ingersoll Products Division, Ingersoll Humphreys Division and Byron Jackson Division.

Lippincott & Margulies found that the corporation's operations could be broken down into 18 basic activities. The new system decided upon for advertising signatures was to use only generic words (Durion Products, Automotive Products, Aerospace Products) followed by "Borg-Warner" except in those few instances where the existing name possessed important equities. In these instances, the existing name would precede the generic name, such as Norge Appliances.

To take one division as an example of the evolution of the system:

Warner Gear Division was the name used before the new system was instituted. On the basis of Warner Gear's primary activities, this was broken down into three categories: Automotive Products, Marine Products and Industrial Products. In all instances, the full corporate name, Borg-Warner, follows the product area designation.

Prior to the corporate identification study, the company used a rather complex signature consisting of a dominant "B-W" in a black vertical rectangular, a small "Borg-Warner" beneath, and a variety of division or product names at the top. Internally, the whole device was referred to as the "top hat," due to its silhouette.

Although "B-W" was an outstanding feature of the signature, it was found that few people used the initials, but employed the full name. As a result, in developing the new identification, it was determined that spelling out both names would actually be the simplest and most direct corporate statement. (It is interesting to note, incidentally, that in pronouncing the name, "Borg-Warner" actually contains one less syllable than the initials "B-W.")

To retain continuity, subtle refinements were incorporated in the type style used in the existing signature.

The new mark consists of what might be described as two horizontal, symmetrical and precisely bent bars which intersect (or cross) each other between the words Borg and Warner, thus partially enclosing them. The new mark and signature is being applied to all Borg-Warner printed matter, including letterheads, signs, brochures, product marks and advertising.

In summarizing the reasons for the corporate identity program, President Ingersoll said:

"We want to make the name Borg-Warner, and the quality and integrity the name stands for, well known to the business community and at least recognizable to the consumer public. . . .

"We want Borg-Warner to have the same fine reputation in appliances, air conditioning, oil field equipment and other fields that we enjoy in the automotive market.

"It seems obvious to us that our company can benefit by letting the universally-respected Borg-Warner name along with the division names. This is a program of mutual support that should redound to the benefit of all of us."

The Borg-Warner case is not meant to suggest a pattern of procedure for all highly diversified corporations. Unquestionably there are instances, perhaps many of them, in which the development of stronger communicative ties between a division and the parent company would be of no benefit, and could be a disadvantage.

To cite one example, a corporation whose operations encompass the manufacture of breakfast food in one division and corrosive chemicals in another would certainly want to think twice before establishing in the public mind a corporate relationship between the two divisions, for obvious reasons.

The case is patently different when it comes to an engineering oriented complex such as Borg-Warner. Competence in aerospace engineering certainly bears a favorable relationship to engineering in other fields, such as home appliances and equipment for heavy industry.

There may be extreme instances in which even an engineering tie-in would not be beneficial. To find this out often requires an intensive introspective examination and the benefit of the objective, "outside" view.

The point that should be borne in mind is that there can be enormous advantages in bringing about closer communicative ties among divisions and the parent organization. The corporation that does not fully explore these possibilities could be overlooking one of the biggest plusses available to business today.

Research confirmed a vital point: Borg-Warner's corporate reputation "stood above that of any individual division."

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